

# NAVAL DOCTRINE COMMAND

## Norfolk, Virginia



Reciprocal Dependence:

Operational Commanders and Their Staffs

by

Cynthia A. Covell  
Lieutenant Commander, USN

February 1996

Approved for public release; distribution unlimited.

19960508 221

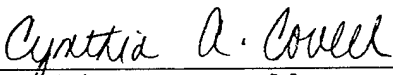
NAVAL DOCTRINE COMMAND  
Norfolk Virginia

Rear Admiral M. Bowman  
Commander


The work reported herein was prepared by the Naval Doctrine Command. This report reflects the opinion of the author only and does not represent the views or policies of the Naval Doctrine Command, the U.S. Navy and Marine Corps, or the Department of Defense.

Reproduction of all or part of this report is authorized.

This report was prepared by:

  
Cynthia A. Covell  
LCDR, USN

Reviewed by;

  
E. L. Duckworth, CAPT, USN  
Division Director  
Awareness Division

Released by;

  
C. M. deGRUY, CAPT, USN  
Chief of Staff

REPORT DOCUMENTATION PAGE				Form Approved DMB No. 0704-0188	
1a. REPORT SECURITY CLASSIFICATION UNCLASSIFIED			1b. RESTRICTIVE MARKINGS		
2a. SECURITY CLASSIFICATION AUTHORITY			3. DISTRIBUTION/AVAILABILITY OF REPORT  APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED		
2b. CLASSIFICATION/DOWNGRADING SCHEDULE					
4. PERFORMING ORGANIZATION REPORT NUMBER(S) NDC 1-00-004			5. MONITORING ORGANIZATION REPORT NUMBER(S)		
6a. NAME OF PERFORMING ORGANIZATION  NAVAL DOCTRINE COMMAND	6b. OFFICE SYMBOL  N7DS	7a. NAME OF MONITORING ORGANIZATION			
6c. ADDRESS (CITY, STATE, AND ZIP CODE) 1540 GILBERT STREET NORFOLK, VA 23511-2785			7b. ADDRESS (CITY, STATE, AND ZIP CODE)		
8a. NAME OF FUNDING/SPONSORING ORGANIZATION	8b. OFFICE SYMBOL	9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER			
9c. ADDRESS (CITY, STATE, AND ZIP CODE)			10. SOURCE OF FUNDING NUMBERS		
			PROGRAM ELEMENT NO.	PROJECT NO.	TASK NO. WORK UNIT ACCESSION NO.
11. TITLE (INCLUDE SECURITY CLASSIFICATION) RECIPROCAL DEPENDENCE: OPERATIONAL COMMANDERS AND THEIR STAFFS					
12. PERSONAL AUTHOR(S) LCDR CYNTHIA A. COVELL, USN					
13a. TYPE OF REPORT FINAL	13b. TIME COVERED FROM AUG 85 TO FEB 86	14. DATE OF REPORT (YY,MM,DD) 96,02,01	15. PAGE COUNT 11		
16. SUPPLEMENTARY NOTATION					
17. COSATI CODES			18. SUBJECT TERMS <i>Continue on reverse if necessary and identify by block number</i>		
FIELD	GROUP	SUB-GROUP	DOCTRINE	LEADERSHIP	COMBAT
			NAVY DOCTRINE	COMBAT LEADERSHIP	
			NAVAL DOCTRINE	NAVY LEADERSHIP	
19. ABSTRACT (CONTINUE ON REVERSE IF NECESSARY AND IDENTIFY BY BLOCK NUMBER)					
<p>OPERATIONAL COMMANDERS AND THEIR STAFFS HAVE DIFFERENT ROLES AND RESPONSIBILITIES AT THE OPERATIONAL LEVEL OF WAR, BUT EACH IS DEPENDENT ON THE OTHER FOR MISSION ACCOMPLISHMENT. THEY MUST WORK SYNERGISTICALLY TO MEET THE DEMANDS OF MODERN WARFARE. COMMANDERS MUST HAVE A VISION; STAFF OFFICERS SUPPORT THE VISION AND TAKE CARE OF THE DETAILED WORK. BOTH COMMANDERS AND STAFF OFFICERS MUST BE HONEST AND COMPETENT. A REVIEW OF THE JOB REQUIREMENTS OF OPERATIONAL COMMANDERS AND THEIR STAFFS REVEALS THE IMPORTANCE OF THE COMMANDER-STAFF RELATIONSHIP IN ACHIEVING THE MISSION. HISTORICAL EXAMPLES OF COMMANDERS AND THEIR STAFFS ARE CITED AS EXAMPLES OF THE COMMAND-STAFF DYNAMIC. TODAY'S OPERATIONAL COMMANDERS MUST PREPARE STAFF OFFICERS TO BE THE OPERATIONAL LEADERS OF TOMORROW.</p>					
20. DISTRIBUTION/AVAILABILITY OF ABSTRACT X UNCLASSIFIED/UNLIMITED    SAME AS RPT.    DTIC USERS			21. ABSTRACT SECURITY CLASSIFICATION UNCLASSIFIED		
22a. NAME OF RESPONSIBLE INDIVIDUAL JAMES J. TRITTEN			22b. TELEPHONE (INCLUDE AREA CODE) (804) 445-0567/6851	22c. OFFICE SYMBOL N7DS	

Reciprocal Dependence:  
Operational Commanders and Their Staffs  
by Commander Cynthia A. Covell

I. Introduction

Operational commanders and their staffs have different roles and responsibilities at the operational level of war, but each is dependent on the other for mission accomplishment. Commanders rely on their staffs for advice and support while staffs depend on their commanders for decision making and vision. The skills required of operational commanders differ from those required of their staff officers. Commanders lead and Staff Officers follow. Commanders inspire and enable; staff officers do the detailed work necessary to supplement the commander. Both commanders and staffs are vital to success; however, the relationship is based on the leader alone having responsibility for operational success.

The commander-staff relationship works best when both commanders and their staffs demonstrate two key attributes that cut across service lines: honesty and competence. As warfare becomes increasingly joint and the battlespace more complex, commanders and their staffs must have a healthy, complementary relationship where "all labor as one."<sup>1</sup> This essay examines job requirements of operational commanders and their staffs in an attempt to display how the dynamics of the commander-staff relationship contribute to operational success.

II. Operational Commander: Roles and Responsibilities

Operational Leadership

Operational leadership is senior-level leadership. The United States Army Field Manual (FM) 22-103 defines senior-level leadership as "the art of direct and indirect influence and the skill of creating the conditions for sustained organizational success to achieve the desired result."<sup>2</sup> An instructor at the Naval War College compared operational commanders to play directors: the script is written at the strategic level; the operational commander directs the play at the operational level; and the play is carried out at the tactical level of war.

As leaders progress from the tactical to the operational level of war, the leadership skills required become increasingly

more sophisticated. Tactical leaders, such as company commanders, use mostly direct influence on their troops to attain the military objective. Operational leaders, such as Joint Force Commanders, use direct and indirect influence on superiors, peers, subordinates, allies, coalition members, and sometimes a myriad of other government agencies to shape and control activities in their theaters or areas of operations.

Perhaps there is no better place for an operational commander to demonstrate senior leadership than at the operational level of warfare. Planning, conducting, and sustaining campaigns and major operations require experienced leaders.

For the operational commander, success will depend on weighing, judging, and balancing ends, ways and means. He [or she] must be willing to run risks, because limited resources will most likely be the rule rather than the exception on the modern battlefield. Basically, he [or she] must find the answer to such questions as what needs to be done, what resources are available with which to do it, and how it can best be accomplished. This is the very essence of leadership at the senior level.<sup>3</sup>

As officers increase in seniority, critical thinking skills become increasingly necessary for job success.<sup>4</sup> The Industrial College of the Armed Forces uses a leadership assessment tool called the Strategic Leader Development Inventory (SLDI) to measure 15 factors which impact on the effectiveness of senior leaders. The table below shows these factors:<sup>5</sup>

#### Strategic Leader Development Inventory Factors

##### FACTOR

##### DEFINITION

#### Conceptual Skills and Attributes

1. Conceptual Flexibility - rapid grasp of complex data
2. Political Sensibility - sensitive to political issues
3. Long-term Perspective - critical thinking skills
4. Quick Study/Perceptive - able to separate out trivia
5. Complex Understanding - competence

#### Positive Attributes

6. Empowering Subordinates - inspire subordinates

- 7. Strong Work Ethic - self-motivated
- 8. Personal Objectivity - composure under pressure
- 9. Professional Maturity - moral courage
- 10. Team Performance Facilitation - assertive

#### Negative Attributes

- 11. Technical Incompetence - do not know job
- 12. Explosive/Abusive - lack of self-control
- 13. Arrogant/Self-Serving/Unethical - immature
- 14. Rigid/Micromanages - kill motivation
- 15. Inaccessible - out of touch

While developing the SLDI, researchers also found three recurring performance requirements for senior officers: Long-term vision; consensus building; and team building are considered essential for successful command.<sup>6</sup> Let us consider how each of these attributes contributes to a positive commander-staff relationship.

### III. Operational Commanders Must have a Vision

"No wind is a fair wind if you don't  
know the port for which you are headed."<sup>7</sup>

Contemporary business and military leadership experts continue to write about the importance of leaders having a vision. Perhaps vision is the single most important factor which distinguishes leaders from followers. Vision points the way: it is the compass by which staff officers and subordinate commanders know if they are staying on course. Through vision, operational commanders convey their intent thereby contributing to mission accomplishment, even if communication between commanders and their subordinates becomes interrupted.

Joint operations and campaign plans are based on the commander's vision, more formally known as the commander's concept. The commander's concept is "the intellectual core of the campaign plan, which presents a broad vision of the required aim or 'end state,' (the commander's intent) and how operations will be sequenced or synchronized to achieve conflict termination objectives (including required post conflict measures)."<sup>8</sup> The commander's vision provides the guidance necessary to allow staff members and subordinate commanders to accomplish the mission.

Janice Lindsay, Director of Internal Communications and Editorial Services for the Norton Company, defines her ideal leader as "somebody who sets and defines the vision and

encourages you to follow that vision, and then is there when you need them."<sup>9</sup> Ms. Lindsay would have been impressed with Field Marshall Sir William Slim's visionary leadership.

Field Marshall Slim, frequently referred to as "man of the people", successfully directed Britain's 14th Army in the defeat of Japan on land in the Burma Campaign. "In 1942, the British army had been pushed out of Burma and was demoralized, ill-equipped, understrength, disease-ridden and defeated. By 1945, it had retaken all of Burma, defeated the Japanese army and was one of the best fighting forces in the world."<sup>10</sup> How did this transition occur?

It was through Slim's vision and ability to inspire a calm confidence in his staff and his subordinate commanders. His vision was based on his belief that military members would give their all regardless of the circumstances if they were confident: confident in the cause for which they were fighting; confident in their leaders; confident in themselves; confident in each other; and confident in their training and weapons.<sup>11</sup> Slim's vision to beat the Japanese through building up the morale and spirit of his staff, subordinate commanders and his soldiers, worked. Despite having to solve problems induced by terrain, weather, logistics and the lack of adequate troops, Slim achieved remarkable success.

#### IV. Operational Commanders Must Build Consensus

Operational commanders require consensus building skills for a number of reasons. At the operational level, there is usually a need for commanders to obtain resources and accurate information from superiors, peers and other government agencies. The ability of commanders to gain commitment from those outside his or her chain of command is equally as important as gaining commitment from subordinates within the chain of command.

Admiral Chester Nimitz is known for his ability to build consensus and successfully interface with his peers and superiors. He gracefully entertained the myriad of official visitors who arrived in the Pacific during the war, and also rallied necessary support from the Joint Chiefs of Staff and promoted interservice coordination and cooperation among local senior officers. "Nimitz sought to head off explosive reactions and encourage teamwork among local officers.....He hoped to promote cooperation by helping each to know the others and to understand the others' problems."<sup>12</sup> He successfully unified his joint forces to achieve operational success. Under his leadership, "the unified Central Pacific Force, comprising navy

surface, submarines, and air, marines, and army ground and air forces, effaced the threat to U.S.-Australian communications, charged across the Pacific taking bases, isolated Japan, and, at last, blockaded and bombed the Japanese into submission."<sup>13</sup>

## V. Operational Leaders Must Build Teams

Operational commanders must ensure unity of effort. A staff can become genuinely effective only insofar as commanders acquire confidence in the staff's capacity to meet their needs.<sup>14</sup> Commanders must know their own strengths and weaknesses as well as those of their staffs so that personnel can be assigned properly and constructive relationships developed. Commanders need to know for example, "...Who are the dominant personalities? Who is normally conservative? Who will probably push for adoption of the high-risk, high-gain courses, regardless of the situation? Who may tend to compromise when perhaps he ought not to do so? How much control does the Executive Officer or Chief of Staff exert over them? In short, how can he get the best out of his team? He alone is responsible, but he needs to utilize fully the talent available to assist him in fulfilling his many responsibilities."<sup>15</sup>

Generals Dwight Eisenhower, Douglas MacArthur and George Marshall knew the effective art of delegation and insisted their staffs take care of the detailed work without supervision. Eisenhower said of Marshall, "His ability to delegate authority not only expedited work but impelled every subordinate to perform beyond his suspected capacity."<sup>16</sup> MacArthur was described as a brilliant delegator: "It is by avoiding doing too much that General MacArthur gets so much done. He left his mind free of battle planning so he could concentrate on long-range aspects of the war. Thus he could exploit each opportunity as it occurred."<sup>17</sup>

Commanders must rise above the detailed staff work to keep their minds on the big picture. Ghandi's weekly day of silence for thought and prayer helped keep him from "losing mental freshness and spiritual power" and from becoming "formal, mechanical, and devitalized."<sup>18</sup>

Joseph Olmstead's study of battle staff effectiveness reveals nine organizational conditions which must be met for optimum staff performance:<sup>19</sup>

1. Clarified role expectations.
2. Stated command objectives.
3. Atmosphere of cooperation.



4. Free and open communications.
5. Common understanding of performance standards.
6. Appropriate control. Avoidance of overcontrol.
7. Rewards distributed fairly.
8. Stable relationships. Low personnel turnover rate.
9. Efficient organizational systems.

Joint warfare is team warfare and "trust - defined as total confidence in the integrity, ability, and good character of another - is one of the most important ingredients in building strong teams."<sup>20</sup> General H. Norman Schwarzkopf said of his subordinate commanders: "I was absolutely dependent on the individual skills, temperaments, and judgements of my generals. But I could establish a clear framework and convey my intentions and the spirit in which I wanted the campaign carried out."<sup>21</sup>

## VI. The Value of Staff Officers

In his book, *Generalship: Its Diseases and Their Cure*, British Army Major General J. F. C. Fuller compares the general, the staff and the army to the brain, the nervous system and the muscles of any military organization.<sup>22</sup> The tasks of operational commanders are so numerous and complex that they must have staffs to assist them. "Without a good staff, a force, even of the best troops is a very helpless body, not capable of mobility. It is not too much to say that in war, the efficiency, health, comfort and safety of every individual, and thus the success of the whole force, depend on the way in which the staff do their work."<sup>23</sup>

As far back as 1600 B.C., military commanders understood that not even a "God-descended Pharaoh could successfully command an army without some help in executing the responsibilities of command."<sup>24</sup> Around 1600 B.C. Thothmes I led the Egyptian conquest of Palestine and Syria. Descriptions of Thothmes' command relationships during these campaigns reveal frequent discussions between Thothmes and members of his staff.<sup>25</sup> Even Alexander the Great had a staff and used subordinate commanders to control his detached armies. John Keegan discovered that Alexander the Great did not "find his way through the dark alone", but instead used the minds of others to guide him to the right course of action by using a "...consultative format of staff conferences."<sup>26</sup> Keegan describes Alexander the Great's relationship with his staff as "...peremptory and headstrong but usually with good reason, and [Alexander was] rarely deaf to counsels of caution well argued."<sup>27</sup>

In his classic study of the history and evolution of military staffs, Brigadier General J. D. Hittle, USMC describes the value of staff officers:

Great individual commanders attained great victories but their success was largely dependent upon the thinking done for them before the battle - staff planning - which made it possible to achieve victory on the field....Even if the mental powers of the commander were so extensive that he could direct every army detail, he was still only one man, and physically incapable of being everywhere to supervise the execution of his orders.<sup>28</sup>

## VII. Staff Officer: Roles and Responsibilities

"Joint Force Commanders are provided staffs to assist them in the decision making and execution process. The staff is an extension of the commander; its sole function is command support, and its authority is that which is delegated to it by the commander."<sup>29</sup> Good staff officers know and understand their role as assistants to the operational commander. General George Patton stated the staff officer's role quite clearly:

The qualities essential in a commander and those in a good staff officer are as poles apart. It is the duty of the latter to take all detail and as much other work as possible off the shoulders of his commander so as to leave him time to think and plan ahead. He is expected to be tactful, patient, reticent and diplomatic. He is industrious, unselfish, and above all, happy to subordinate himself to another man.<sup>30</sup>

Naval Warfare Publication (NWP) 11 describes five key functions of staff officers:<sup>31</sup>

- \* furnish information and advice
- \* help prepare estimates and develop plans
- \* write and transmit directives and instructions
- \* supervise and evaluate the execution of planned actions
- \* relieve the commander of many administrative details

The skills for being a good staff officer are similar to those skills which today's employers are seeking in new employees. "The abilities to conceptualize, organize, verbalize thoughts, resolve conflicts and work in teams are increasingly cited as critical."<sup>32</sup> Successful staff officers must be energetic, detail-oriented and committed to the task.

In a speech entitled "Higher Command in War," given to the students of the United States Army Command and General Staff College, Field Marshall Slim espoused his philosophy on the role of his staff officers. He demanded two things from his staff officers: information and suggestions. In turn, Slim, as the operational commander, formed his own judgement based on the alternative courses of action suggested to him by his staff. Sometimes he rejected his staff's suggested courses of action and thought of one himself.<sup>33</sup>

Slim was also insistent that his staff regard itself as the servant of the fighting troops. "In the Burma Campaign, very often owing to shortage of air transport, a lot of my troops, my forward formations, had to be on half rations. Whenever they went on half rations, I used to put my headquarters on half rations; it was theatrical I admit, but it did remind the young staff officers with healthy appetites what it is like to be hungry, and it perhaps put a little more ginger in getting the supplies forward."<sup>34</sup>

#### VIII. Operational Commanders and Staff Officers Must Be Ethical

"Honesty is better than all policy."<sup>35</sup>

This is not motherhood and apple pie; honesty plays a critical role at the operational level of war. "Every social activity, every human enterprise requiring people to act in concert, is impeded when people aren't honest with each other."<sup>36</sup> Operational commanders, frequently faced with moral dilemmas and decisions affecting the lives of their troops, must not only be honest themselves, but must seize every opportunity to shape the values of their staffs and subordinate commanders through their actions, policies and practices. "The established policies and practices in turn will largely determine the command climate; and the command climate of an organization will directly affect how well it functions."<sup>37</sup>

Both Generals Omar N. Bradley and Marshall stressed to their subordinates the criticality of truth telling. Bradley stated, "A leader should encourage members of his staff to speak up if they think the commander is wrong. He should invite constructive criticism. It is a grave error for the leader to surround himself with 'Yes' men."<sup>38</sup> General Marshall wanted to hear pro and con arguments before making decisions to help him see all sides of an issue. On one occasion General Albert C. Wedemeyer (a member of General Marshall's staff) made a presentation to General Marshall which was critical of General Marshall's

position on the issue. After the presentation, Wedemeyer told Marshall that he hoped he had not been disrespectful. Marshall replied, "Wedemeyer, don't ever fail to give me your unequivocal expression of your views. You would do me a disservice if you did otherwise."<sup>39</sup>

If operational commanders are to make sound decisions, the advice from staff officers must be sound. Colonel Gary Payton, USAF makes the distinction between honesty and accuracy. He writes, "Accuracy is the absence of factual mistakes or errors. Honesty, however, is the adherence to facts and truthfulness with which those facts are interpreted and presented."<sup>40</sup> It is similar to going by "the spirit of the law" as well as the "letter of the law." Reaching conclusions that are not supported by facts may lead to flawed decisions. Staff officers must make it clear to their commanders those conclusions which are backed up by hard facts and those that are inferred, extrapolated, exaggerated or assumed.

You may recall the misinformation that General Schwarzkopf received regarding the Safwan airfield in Iraq. Safwan was the Iraqi military landing strip just north of the Kuwaiti border and General Schwarzkopf desired to hold cease-fire talks there. The situation map Schwarzkopf was using at the time showed the entire sector around the Safwan airfield being held by the US Army's 1st Infantry Division. But, when Schwarzkopf indicated to Lieutenant General John J. Yeosock, the Third Army Commander, that he wanted to hold the cease-fire talks at Safwan, General Yeosock relayed to General Schwarzkopf that there were no US forces at or near Safwan.

It had only been one day earlier that General Schwarzkopf had ordered VII Corps to take the road junction two miles away from Safwan. VII Corps had flown combat patrols along the highway near Safwan and had reported no enemy forces, but its troops were never in the sector. Schwarzkopf says that, when he heard this, he felt like he had been punched in the gut. "Why did they [VII Corps] send in reports that they'd occupied it?" Schwarzkopf asked.<sup>41</sup> Later Schwarzkopf found out that, not only had erroneous "mission accomplished" reports been submitted, but an Iraqi unit occupied the airfield and fifteen Republican Guard tanks and an Iraqi brigade commander were spotted at the road junction. Schwarzkopf ordered Yeosock to take the road junction in spite of the cease-fire.<sup>42</sup>

Finding all of this out barely twenty-four hours before the cease-fire talks were to begin had to be a shock to General Schwarzkopf. General Schwarzkopf quickly relayed the Safwan

dilemma to General Colin Powell (Chairman of the Joint Chiefs of Staff) and kept Powell informed as the situation unfolded.

After his discussion with Powell, Schwarzkopf ordered Yeosock to use the 1st Infantry Division to dispatch overwhelming force to surround the Iraqi units at Safwan and to demand they leave. The plan was to threaten the Iraqis by showing force without truly intending to fight, given the pending cease-fire. Fortunately, the 1st Infantry Division successfully drove the Iraqi commander and his tanks off the Safwan air strip and the site was prepared for the cease-fire meeting.

The situation at Safwan could have resulted in a major international incident and had a decidedly negative effect if the Iraqis had called our bluff. This example demonstrates the significant problems operational commanders face when given erroneous information.

#### IX. Staff Officers versus Operational Commanders

Both staff officers and operational commanders must be honest and competent. But, by the nature of their roles, staff officers use mostly managerial skills, while commanders use their leadership expertise. Does this mean a good staff officer cannot make a good commander? Not necessarily. Successful staff or command tours depend as much on an officer's individual skill level as on their ability to match appropriate skills with required roles.

Sometimes good staff officers make terrible commanders and sometimes bad staff officers make superb operational commanders. Patton, one of our best combat leaders, was a horrible staff officer. His 1928 efficiency report as a staff officer in Hawaii read "This officer would be invaluable in time of war but is a disturbing element in time of peace."<sup>43</sup>

Consider the advice given to the German General Staff concerning the selection and assignment of officers illustrates this idea:

"Observe first that sort of officer, the brilliant and the lazy. There is command material there that must not be overlooked. Next, consider the brilliant and energetic. These combined qualities make for an excellent chief of staff, chief of operations section or intelligence section. Thirdly, one may encounter the stupid and the lazy. This sort may be retained as line officers, for they will not rise to positions of great responsibility, and they can perform all kinds of dull duties.

Finally, one may discover the combination of the stupid and the energetic. When this kind is discovered, get rid of him immediately. There can be no greater danger to the armies of our Fatherland!"<sup>44</sup>

Perhaps retired Army Lieutenant General John Forrest, a seasoned staff officer and combat leader, states it best. "You manage bullets, and you lead people. Both skills are required of an officer, and the very best officers know when to use each skill."<sup>45</sup>

## X. Conclusion

Operational commanders and staff officers are vital links in the warfighting chain. Each have their own roles and responsibilities, but it is the operational commander who must provide the vision, build consensus with seniors and peers, and mold his staff and subordinate commanders into a winning team. Competent staff officers who are honest, hard working and in support of the vision are invaluable to their commanders.

The commander-staff relationship is based on reciprocal dependence: leaders provide the vision; staff officers make it happen. Leaders focus on the top line; staff officers focus on the bottom line.<sup>46</sup> Senior leaders must pay attention to their relationships with their staff members. Modern warfare demands peak performance from operational commanders and their staffs. Not only do commanders need to develop their staff officers for duty today, but today's staff officers will be tomorrow's operational commanders!

## ENDNOTES

1. Armed Forces Staff College (AFSC), *The Joint Staff Officer's Guide* 1993, AFSC Pub 1 (Washington DC: Government Printing Office, 1993), p. iii.
2. U.S. Department of the Army, Field Manual (FM) 22-103, *Leadership and Command at Senior Levels* (Washington DC: 21 June 1987), p. 3.
3. Werner W. Banisch, LCOL, "Leadership at the Operational Level," Army, August 1987, p. 51.
4. Industrial College of the Armed Forces, *A Guide to The Strategic Leader Development Inventory* (Washington DC: National Defense University, August 1994), p. 9.
5. Ibid., pp. 11-18. The definitions shown in this table are summarized from the data given in the Strategic Leadership Development Inventory.
6. Ibid., pp. 19-20.
7. Unnamed philosopher quoted in speech by Virgis Colbert, "Successful Strategies for Achieving Your Career Goals: Write Them, Review Them, Achieve Them," *Vital Speeches of the Day*, (Mount Pleasant, SC: City News Publishing Company, December 15, 1993), p. 142.
8. U.S. Department of Defense Joint Publication, *Joint Warfare of the US Armed Forces*, Joint Pub 1 (Washington DC: Government Printing Office, 11 November 1991), p. 47.
9. James Kouzes and Barry Posner, *Credibility: How Leaders Gain It, Why People Demand It* (San Francisco, CA: Jossey-Bass, 1993), pp. 15-16.
10. William Knowlton, Book Review of *Defeat into Victory* by Field Marshall Slim in *Military Review*, May 1991, P. 91.
11. Geoffrey Evans, *SLIM as Military Commander* (London: B.T. Batsford, 1969), p. 134.
12. E. B. Potter, *Nimitz* (Annapolis, MD: Naval Institute Press, 1976), p. 356.
13. Ibid., p. 402.

- 
14. Joseph Olmstead, "Battle Staff Integration," Unpublished Research Paper (Institute for Defense Analyses (IDA), IDA Paper P-2560, February 1992), p. VIII-3.
  15. Karel Montor et al., eds. *Naval Leadership: Voices of Experience* (Annapolis, MD: United States Naval Institute), p. 182.
  16. Paul G. Munch, "General George C. Marshall and the Army Staff," *Military Review*, August 1994, p. 17.
  17. Edgar F. Puryear, *19 Stars: A Study in Military Character and Leadership*, 2nd ed. (Novato, CA: Presidio Press, 1992), p. 212.
  18. Lord Charles Wilson Moran, *The Anatomy of Courage* (Boston, MA: Houghton Mifflin, 1967), p. 201.
  19. Olmstead, p. VIII-6.
  20. U.S. Department of Defense, Joint Publication 1, p. 14.
  21. H. Norman Schwarzkopf, *General H. Norman Schwarzkopf: The Autobiography: It Doesn't Take a Hero* (New York: Bantam Books, 1992) p. 502.
  22. J.F.C. Fuller, *Generalship, Its Diseases and Their Cure* (London: Faber and Faber, 1933), p. 23.
  23. Hubert Foster, Colonel *A Guide to Command and General Staff Duties with Small Forces of All Arms in the Field* (London Hugh Rees, Ltd., 1912) p. xix.
  24. J. D. Hittle *The Military Staff: Its History and Development* (Military Service Publishing Co., 1949), p. 15.
  25. Ibid.
  26. John Keegan, *The Mask of Command*, (New York: Viking, 1987), p. 40.
  27. Ibid.
  28. Hittle, p. 13.
  29. U.S. Department of Defense, *Joint Doctrine Capstone and Keystone Primer*, (Washington DC: Government Printing Office, 15 July 1994), p. 12.



- 
30. Hubert Essame, *Patton: A Study in Command*, (New York: Charles Scribner & Sons, 1974), p. 23.
  31. U.S. Naval Warfare Publication (NWP) 11, *Naval Operational Planning* (U.S. Naval War College, Draft, 1989), p. E-37.
  32. Anthony Carnevale and others, *Workplace Basics: The Skills Employers Want* (American Society for Training and Development & Department of Labor, October 1988), p. 8.
  33. The Kermit Roosevelt Lecture, Field Marshall Sir William Slim, "Higher Command in War." U. S. Army Command and General Staff College, mimeo, no date.
  34. Ibid.
  35. William Bennett, ed. *The Book of Virtues* (New York: Simon and Schuster, 1993), p. 600.
  36. Ibid., p. 599.
  37. Banisch, p. 52.
  38. Omar N. Bradley, "On Leadership," in *The Challenge of Military Leadership* eds. Lloyd J. Mathews and Dale E. Brown (McLean, VA: Pergamon-Brassey's, 1989), p. 4.
  39. Munch, p. 16.
  40. Gary D. Payton, "The Art of Intelligence," *Airpower Journal*, Winter 1993, Vol. VII, No. 4, p. 23.
  41. H. Norman Schwarzkopf, p. 550.
  42. Ibid., pp. 550-553.
  43. Essame, p. 23.
  44. William J. Wood, *Leaders and Battles: The Art of Military Leadership* (Novato, CA: Presidio Press, 1984), p. 272.
  45. U. S. Department of Defense, *The Armed Forces Officer DODGEN 36-A*, (Washington DC: Government Printing Office, 1988), p. 27.
  46. Stephen R. Covey, *Principle Centered Leadership* (New York, Fireside, 1991), p. 246.

DISTRIBUTION LIST

Commander (00)	1
Naval Doctrine Command	
1540 Gilbert Street	
Norfolk, VA 23511-2785	
Technical Librarian (O2T3)	1
Naval Doctrine Command	
1540 Gilbert Street	
Norfolk, VA 23511-2785	
Naval Doctrine Development Division (N3)	1
Naval Doctrine Command	
1540 Gilbert Street	
Norfolk, VA 23511-2785	
Awareness Division (N7)	1
Naval Doctrine Command	
1540 Gilbert Street	
Norfolk, VA 23511-2785	
Strategy and Concepts Division (N8)	1
Naval Doctrine Command	
1540 Gilbert Street	
Norfolk, VA 23511-2785	
Commanding Officer	1
Naval Reserve Naval Doctrine Command 106	
1540 Gilbert Street	
Norfolk, VA 23511-2785	
Lieutenant Commander Cynthia A. Covell	1
205 Colmar Road	
Seaside, CA 93955	
Joint Doctrine Division	1
Air Force Doctrine Center	
216 Sweeney Blvd., Suite 109	
Langley AFB, VA 23665-2792	
Headquarters	1
Joint Doctrine Division	
Deputy Chief of Staff for Doctrine	
Attn: ATDO-J	
U.S. Army Training and Doctrine Command	
Fort Monroe, VA 23651	

Defense Technical Information Center Attn: DTIC-OCC Building 5 Cameron Station Alexandria, VA 22304-6145	2
Joint Warfighting Center Attn: Joint Electronic Library (JEL) Building 100, Ingalls Road Fort Monroe, VA 23651-5000	1
Library Center for Naval Analyses 4401 Ford Avenue Alexandria, VA 22302-0268	1
Armed Forces Staff College Attn: LIB/62 7800 Hampton Blvd. Norfolk, VA 23511-1702	1
Pentagon Library Room 1A518 Department of Defense Washington, DC 20301	1
Library Naval Historical Center Building 57 Washington Navy Yard 901 M Street, S.E. Washington, DC 20374-0571	1
Dudley Knox Library Naval Postgraduate School Monterey, CA 93943-5100	1
Captain Roy Merrill Director, Navy Element Attn: ATZL-SWL-N U.S. Army Command and General Staff College 1 Reynolds Avenue Fort Leavenworth, KS 66027-1325	1
Dr. Donald F. Bittner Member NDC Academic Advisory Group U.S. Marine Corps Command & Staff College 2076 South Street Marine Corps Combat Development Command Quantico, VA 22134-5068	1

<p> Commander Joseph F. Bouchard, USN  Head, Strategy and Concepts Branch  OPNAV N513 Pnt Room 4E514  Office of the Chief of Naval Operations  2000 Navy Pentagon  Washington, DC 20350-2000 </p>	1
<p> Colonel Ian BrenniAn, USMC  Director, Naval Leader Training Unit  1575 Gator Blvd., Suite 338  Naval Amphibious Base Little Creek  Norfolk, VA 23521-2740 </p>	1
<p> Lieutenant Dominic Catalano, USCG  Leadership Institute  USCG Training Institute  Petaluma, CA 94952 </p>	1
<p> Dr. Alice Crawford  Department of Systems Management  Code SM/Cr  Naval Post Graduate School  555 Dyer Road  Monterey, CA 93943-5103 </p>	1
<p> Dr. Thomas Grassey  Editor, <i>Naval War College Review</i> - Code 32  Naval War College  686 Cushing Road  Newport, RI 02841-1207 </p>	1
<p> Dr. Kenneth J. Hagan  Member NDC Academic Advisory Group  501 Ridgely Avenue  Annapolis, MD 21401 </p>	1
<p> Dr. John T. Hanley, Jr.  Program Director for Strategic Studies  Center for Naval Warfare Studies  Naval War College  Newport, RI 02841-5010 </p>	1
<p> Dr. John Hattendorf  Director, Advanced Research Department - Code 35  Naval War College  686 Cushing Road  Newport, RI 02841-1207 </p>	1

Lieutenant Colonel Simon Hollington, RM Headquarters Royal Marines West Battery HMS Excellent Whale Island Portsmouth PO2 8DX Hants United Kingdom - via air mail	1
Commander Elizabeth K. Holmes, MSC, USN Department of Leadership & Law U. S. Naval Academy Luce Hall Room 233 112 Cooper Road Annapolis, MD 21702	1
CAPT Wayne Hughes, USN (Ret.) Member NDC Academic Advisory Group Department of Operations Research Naval Postgraduate School Code OR/H1 Glasgow Hall Room 239 1411 Cunningham Road Monterey, CA 93943-5219	1
Dr. Michael T. Isenberg Member NDC Academic Advisory Group Department of History U.S. Naval Academy Sampson Hall Room 308 107 Maryland Ave. Annapolis, MD 21402-5030	1
Dr. John H. Johns Dean of Faculty and Programs Industrial College of the Armed Forces, Room 228 Fort Leslie J. McNair Washington, DC 20319-6000	1
Commander Brenda Jordan, USN/Ms. Debbie Hayle Code N2/0823 Chief of Naval Education and Training Building 628, 250 Dallas Street NAS Pensacola, FL 32508-5220	1
Professor David Keithly Armed Forces Staff College 7800 Hampton Blvd. Norfolk, VA 23511-1702	1

<p>Commander Tania Marshal, USN  Director, Naval Leadership Training Unit  3423 Guadalcanal Road  Naval Amphibious Base Coronado  San Diego, CA 92155-5099</p>	1
<p>CAPT Ryan McCombie, USN  ATTN: USAWC/AWC-J  Army War College  Carlisle Barracks, PA 17013-5050</p>	1
<p>Captain John C. Meyer, USN  Command Leadership School  440 Meyerkord Avenue  Newport, RI 02841-1617</p>	1
<p>Dr. Allan R. Millett  Member NDC Academic Advisory Group  Mershon Center The Ohio State University  1501 Neil Avenue  Columbus, OH 43201-2602</p>	1
<p>Colonel Jerry Morelock, U.S. Army  Director, Combat Studies Institute  U.S. Army Command &amp;  General Staff College  1 Reynolds Avenue  Ft. Leavenworth, KS 66027-1325</p>	1
<p>Dr. James A. Mowbray  Code AWC/DFX  Air War College  Maxwell AFB, AL 36112-6427</p>	1
<p>CAPT Michael F. O'Brien, USN  Code: NDU-INSS-ROSA  Institute for National Strategic Studies, Room 314  National Defense University  Fort Leslie J. McNair  Washington, DC 20319-6000</p>	1
<p>Professor Paul Odell  Strategy Department - Code 1A  Naval War College  686 Cushing Road  Newport, RI 02841-1207</p>	1

CAPT John N. Petrie, USN 1  
Director of Writing & Research  
Code: NWC-NWFA  
National War College  
Ft. Leslie J. McNair  
Washington, DC 20319-6000

Captain Doty Prose, USN 1  
NSDM Department  
Naval War College  
686 Cushing Road  
Newport, RI 02841-1207

Dr. Peter Purdue 1  
Member NDC Academic Advisory Group  
Dean of Operational and Applied Sciences  
Code 08, Room M6A  
Herrmann Hall, Building 220  
Naval Postgraduate School  
Monterey, CA 93943-5000

Dr. Robert Rau 1  
Member NDC Academic Advisory Group  
Department of Political Science  
Nimitz Library Room 37A  
U.S. Naval Academy  
589 McNair Road  
Annapolis, MD 21402-5030

LCDR Ron Shuey, USN 1  
Seamanship and Navigation Department  
U.S. Naval Academy  
112 Cooper Road  
Annapolis, MD 21402

Colonel John Spears, U.S. Army 1  
Center for Army Leadership  
Eisenhower Hall  
Bldg. 120, Room 373  
250 Gibbon Avenue  
U.S. Army Command &  
General Staff College  
Ft. Leavenworth, KS 66027

LTC John Taxeras, USMC 1  
Attn: Code C400P2  
Marine Corps University  
Marine Corps Combat Development Command (MCCDC)  
2076 South Street  
Quantico, VA 22134-5021

Dr. Frank Teti 1  
Chairman, Department of National Security Affairs  
Naval Postgraduate School  
Code NS  
Glasgow Hall Room 302  
1411 Cunningham Road  
Monterey, CA 93943-5100

CDR Tim Thomas, USN 1  
Bureau of Naval Personnel (PERS 604)  
Arlington Annex Room 1601  
Department of the Navy  
Washington, DC 20370-6000

Dr. Milan Vego 1  
Member NDC Academic Advisory Group  
Department of Operations  
686 Cushing Road  
Naval War College  
Newport, RI 02841-5010

Captain David Watson, USN 1  
Chairman, Department of  
Joint Military Operations  
Naval War College  
686 Cushing Road  
Newport, RI 02841-5010

Colonel John M. Wattendorf 1  
U.S. Army, Chairman,  
Department of Behavioral  
Science and Leadership  
U.S. Military Academy  
West Point, NY 10096-1784

Dr. Harold R. Winton 1  
Code ACSC/AS  
School of Advanced Airpower Studies  
600 Chennault Circle  
Maxwell AFB, AL 36112-6426

Lieutenant Colonel Lin Zulick, 1  
U.S. Army, Leadership Research  
and Assessment Division  
Center for Army Leadership  
Eisenhower Hall, Bldg. 120  
Room 373, 250 Gibbon Avenue  
U.S. Army Command & General  
Staff College  
Ft. Leavenworth, KS 66027